

# Gulfport

M I S S I S S I P P I



**PRESENTED: NOVEMBER 23, 2016**

**EFFECTIVE: JANUARY 1, 2017**



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# CITY OF GULFPORT

# POLICE DEPARTMENT

The City of Gulfport is a Mayor Council form of government. Mayor Billy Hewes was elected in 2013.

Doctor John Kelly was appointed as the Chief Administrative Officer was appointed by Mayor Brent Warr in 2007 and has continued service.

The City of Gulfport has seven members of the City Council representing designated wards.



*Mayor Billy*



*CAO John Kelly,*

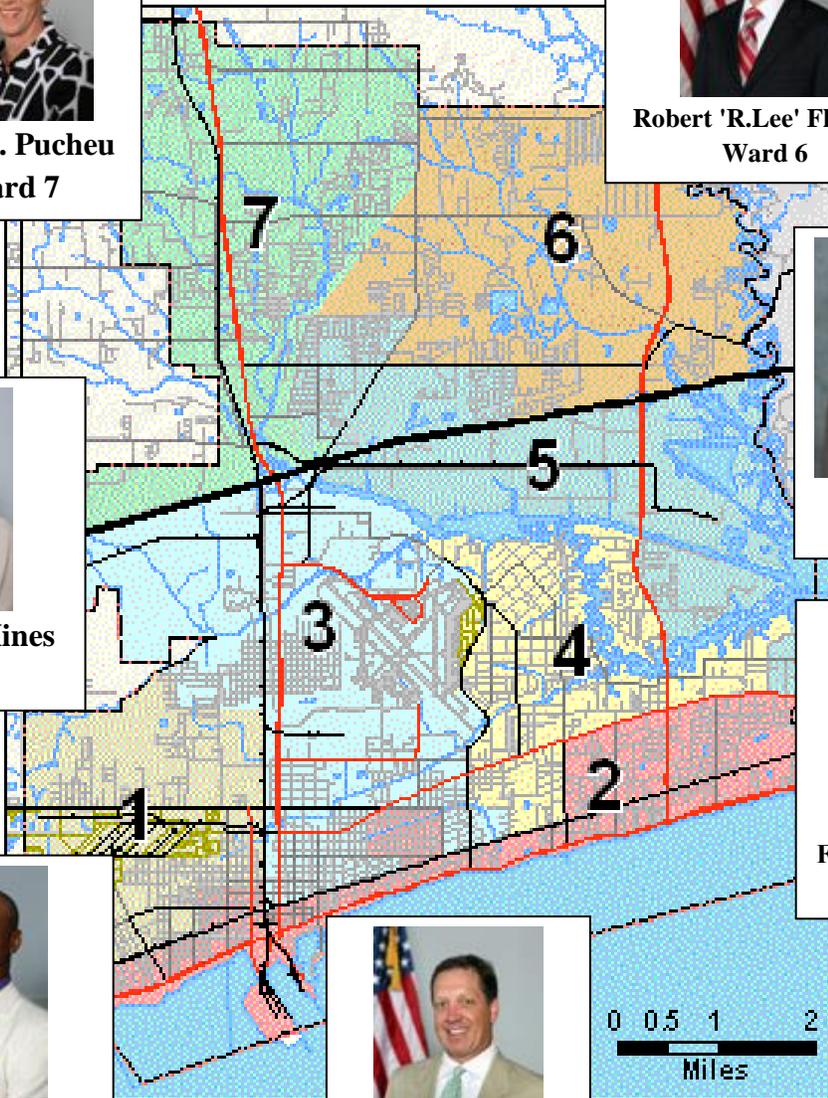




**Cara L. Pucheu**  
Ward 7



**Robert 'R.Lee' Flowers**  
Ward 6



**Ella Holmes-Hines**  
Ward 3



**Myles Sharp**  
Ward 5



**F.B.'Rusty' Walker, IV**  
Ward 4



**Kenneth L. Casey, Sr.**  
Ward 1



**Ricky Dombrowski**  
Ward 2





November 22, 2016

Honorable Mayor Hewes,

I am proud to submit the Strategic Plan for City of Gulfport Police Department: 2017 through 2021. It is a product that was constructed through tireless efforts by the women and men of the Gulfport Police Department. Our plan is the result of analyses conducted by our personnel along with input from our employees, our peers in local criminal justice and most importantly our citizens.

The City of Gulfport has continued growth since Hurricane Katrina. We anticipate businesses to increase in number and capacity. We also feel that this will affect our residential population. As such, growth will cause increases in demands on public safety. Additionally, the business corridor located in proximately to Interstate 10 and Highway 49 is experiencing growth. While no specific plans are known for the growth of the city, it is evident by the contemporary efforts that growth can be expected.

Our mission statement is, *"We will be a progressive, sustained, and superior law enforcement agency that leads Gulfport to be a premier city."* We are an agency that has a long history or progression in our field; this must continue. To insure this we should understand our strengths and weaknesses, while anticipating opportunities and threats. We must always continue to analyze our environment and efforts to insure that we make the most of available resources to provide for the citizens of Gulfport. The Gulfport Police Department has a long standing reputation of professionalism in our community and region. It is our goal that we provide a plan that will continue this legacy for the years to come.

Leonard J. Papania  
*Chief of Police*



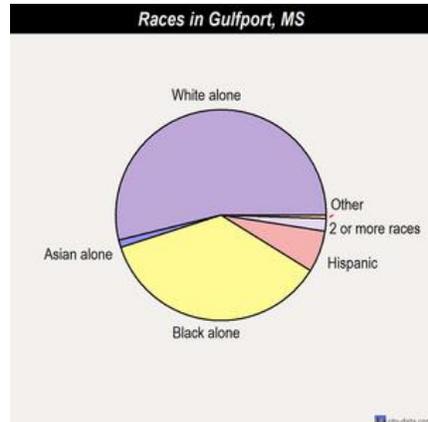


**City of Gulfport; an Overview**

The City of Gulfport can best be described as young vibrant older coastal city. Situated on the coast in the middle of Harrison County, it is approximately 56.9 square miles. It is both a north and south, and east and west corridor city, with Highway 49 and Interstate 10. We are comprised of many small communities rich in individual history. Our unique feel has come from both a mix of local cultures and those influences from a healthy military and tourist presence.

Our residential population is approximately 71,750 people. The demographics of our population is:

Males: 34,037 (47.4%)  
 Females: 37,713 (52.6%)  
 Median resident age: 35.4 years  
 Mississippi median age: 36.6 years



•	<b>37,788</b>	<b>53.9%</b>	<b>White alone</b>
•	<b>25,414</b>	<b>36.3%</b>	<b>Black alone</b>
•	<b>4,483</b>	<b>6.4%</b>	<b>Hispanic</b>
•	<b>1,372</b>	<b>2.0%</b>	<b>Two or more races</b>
•	<b>803</b>	<b>1.1%</b>	<b>Asian alone</b>
•	<b>176</b>	<b>0.3%</b>	<b>American Indian alone</b>
•	<b>190</b>	<b>0.3%</b>	<b>Other race alone</b>

**Unemployed: 7.1%**

**Estimated median household income in 2013: \$38,119 (it was \$32,779 in 2000)**

**Gulfport: \$38,119**

**MS: \$37,963**

(all data collected from <http://www.city-data.com> 2014)

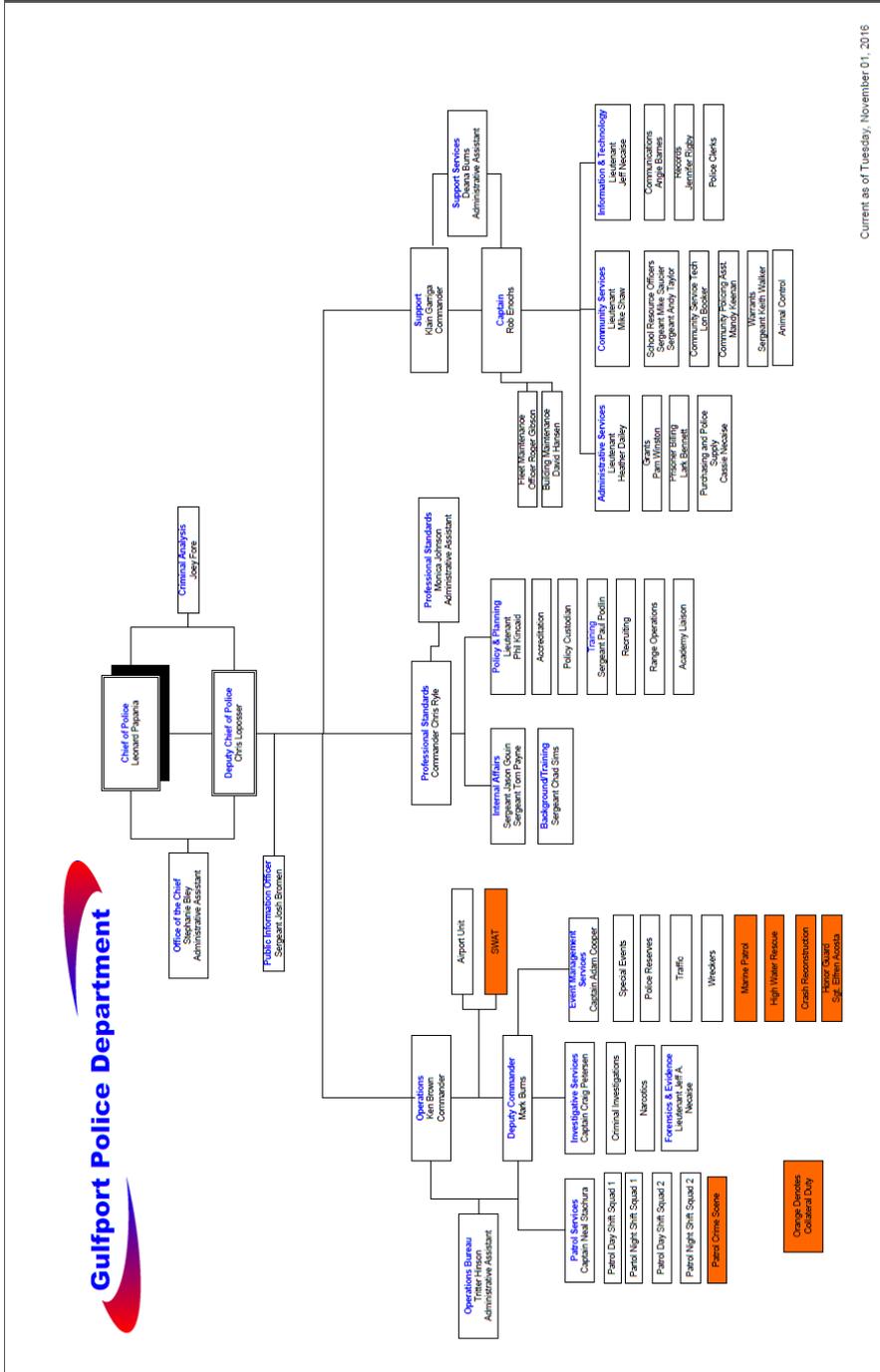




**City of Gulfport  
Police Department**

The Gulfport Police Department is comprised of both sworn police officers and a variety of civilian personnel. The agency is structured with three bureaus; Operations, Support, and Professional Standards. Each bureau is led by a commander. The following depicts the Command Staff:





Current as of Tuesday, November 01, 2016





### The Process

Our plan was initiated in July, 2016. Chief Leonard Papania met with Mayor Billy Hewes and Dr. John Kelly and advised them that the police department would be developing a strategic plan to address the department's sustainability and growth during the years of 2017 to 2022. A timeline was provided during this meeting. This same timeline was provided to the Police Department Command Staff. It was agreed this would take priority in the staff's efforts.

EVENT	DEADLINE
Notification to City Administration	JUL-11-16
Start Up Meeting	JUL-13-16
(SWOT) Assessment Training	Finish by: AUG -12-16
SWOT Assignments Meeting	AUG-17-16
Surveys Meeting	AUG-18-16
City Meeting	AUG-26-16
Community Meeting(s)	SEP-01-16 SEP-08-16 SEP-15-16
Initial Feedback Meeting	SEP-21-16
Initiation of Surveys	SEP-26-16
Deadline for SWOT Analysis for Command Level Review	SEP-30-16
Deadline for Surveys	OCT-14-16
Deadline for submission to the Chief's Office	OCT-14-16
Preparation of Strategic Planning Workbooks	OCT-25-16
Strategic Planning Retreat	NOV-03 thru NOV-04-16
Deadline for final Strategic Plan	NOV-18-16
Presentation of Strategic Plan to City Administration	NOV-23-16
Presentation of Strategic Plan to the Department Employees	NOV-30-16
Presentation of Strategic Plan to City Council	DEC-6-16

We utilized an analytical report commonly referred to as a SWOT Analysis. This is an acronym for Strengths, Weaknesses, Opportunities and Threats. An initial meeting was conducted in order to determine areas of concern that we felt should be reviewed. A final list of thirty-two categories were established and assigned to work teams. The teams were provided with access to any and all data, personnel or other materials that they needed in order to assess the topic. All reports were reviewed and vetted through the bureau commanders before final acceptance.





Our efforts were not limited to self-analysis. We conducted surveys with both internal personnel and exterior entities to include our customers, the citizens. So that our citizens would understand our purpose in these surveys, we conducted three city-wide community meetings. At each of these meetings the command staff conducted presentations that detailed many aspects of the police department too include, crime, staffing, budget, the structure of the organization, forfeitures, current challenges, community outreach programs, events, resources, and training. We also conducted a question and answer session. We reached out to our fellow city departments and administration and requested their input as to issues and forecast that would impact the demands of policing in the city.

Finally, after compiling all the findings and data, the command staff met at Camp Shelby for a two day retreat where all materials were reviewed. Ultimately, we identified what our goals should be and what objectives could be derived in order to accomplish these goals.





**Strengths, Weaknesses, Opportunities and Threats Assessments**

Section	Topic	Description
1	Fleet and Equipment	All motorized vehicles, heavy equipment and installed equipment
2	Technology	Software, mobile data terminals, information sharing, hardware
3	Robert Curry Municipal Complex Building	Structural Building, all systems and internal equipment and related warranties and service contracts
4	8 <sup>th</sup> Avenue Complex	Upkeep of facility to include all structures, tools and equipment
5	Budget, Forfeiture, Grants	Budgetary needs for anticipated changes, grants and forfeiture
6	Police Equipment	Guns, tools, uniforms, etc.
7	Accreditation	State accreditation National accreditation
8	Recruitment, Retention, Succession, Career Development	Self-explanatory
9	Central Business District and Patrol Areas	Consideration of patrol areas and mapping; maintaining current IRAs (Individual Reporting Areas)
10	Training	Staffing, organization, procedures, required annual training, job specific training, etc.
11	Patrol Division, K-9, Airport	Staffing, organization, procedures, etc.
12	Special Events	Staffing, organization, procedures, etc.
13	Traffic Division	Motorcycle Unit, DUI unit, Staffing, organization, procedures, etc.
14	Investigations and Task Force Officers Forensics, Evidence Room, Collateral Duty Crimes Scene Techs	Staffing, organization, procedures, etc.





15	Reserves	Staffing, recruiting, organization, procedures, etc.
16	School Resources	Self-explanatory
17	Community Services	All outreach and community enhancement programs
18	Public Information and Media Relations	Self-explanatory
19	Neighborhood Enhancement Team	Self-explanatory
20	Crime Analysis	Staffing, organization, etc.
21	Special Weapons and Tactics	Weapon systems, tactical equipment, training, etc.
22	Animal Control, Humane Society Contract	Staffing, organization, procedures, etc.
23	Court Division	Staffing, organization, procedures, etc.
24	Dispatch	Staffing, organization, procedures, etc.
25	Pay and Benefits	Self-explanatory
26	Professional Standards	Staffing, organization, procedures, etc.
27	Radio System	Car radios, portables, etc.
28	Inmate Labor	Staffing, organization, procedures, etc.
29	Drugs, Use, Sale and Distribution	Trends, types, organizations, impacts, etc.
30	Crime, Local, Regional, National	Trends, types, organizations, impacts, terrorism, etc.
31	Gangs	Trends, types, organizations, impacts, etc.
32	Social Media/Internet	Trends, impacts, human trafficking, drug trafficking, etc.





### Community Meetings

As part of notifying the community about the Strategic Planning Process, three meetings were conducted to provide citizens the opportunity to participate. The locations and dates were as follows:

Hansboro Community Center	September 1, 2016
Orange Grove Community Center	September 8, 2016
Westside Community Center	September 15, 2016

Each meeting was advertised via the police department's and City of Gulfport's media sources too include websites and social media. Also, the meetings were featured beforehand in local news media. Local media also attended the meetings.

Each of these meetings featured presentations from the Police Department Command Staff. The presentation topics included:

- Staffing, Current and Historical
- Budget, Current and Historical
- Crime Statistics, Current and Historical
- Current Challenges
- Community Services and Outreach
- Special Events
- Training
- Accreditation

The meetings were then open for questions and answers about any and all subject matter covered. Survey forms were then presented to the attendees.

On November 6, 2016 Deputy Chief Chris Lopper appeared at Morning Star Baptist Church and spoke about the Strategic Planning Process (SPP). He provided survey forms to the congregation. During the month of October, Chief Leonard Papania traveled to several African American barbershops and discussed with patrons the SPP. Survey forms were left at each location and later picked up.





### Strategic Plan Survey Summary

On July 13, 2016, members of the Gulfport Police Department Command Staff met with Chief Leonard Papania to discuss the creation of a 5-year strategic plan for the Gulfport Police Department. At the meeting the planning process was discussed and objectives were set. One of the objectives set forth was to construct and administer a series of surveys to gather data and input from various groups that the Gulfport Police Department serves.

On August 18, 2016, the Gulfport Police Department Command Staff met to discuss the surveys. During that meeting, the Command Staff identified the follow groups to be surveyed. The groups included citizens, employees, airport and school administrators, the city administration, local task forces, and personnel from our local court systems. During the meeting, questions were developed that would ultimately be included in the surveys. Captain Craig Petersen was assigned the task of constructing the survey instruments and subsequently administering them. A Likert scale survey was developed; the first part of the survey being designed to elicit demographic information about the person completing the survey while the second part of the survey was designed to elicit the respondent's perceptions of the Gulfport Police Department and its officers.

During the Month of September, Chief Papania announced a series of public meetings to be held in Gulfport. The purpose of the meetings was to present information about the operation of the Gulfport Police Department to the public and to solicit feedback to assist in constructing the 5-year strategic plan. At the conclusion of each of these meetings, members of the public were asked to complete the citizen survey.

On September 1, 2016, Chief Papania held a public meeting at the Hansboro Community Center located in East Gulfport. At the conclusion of the meeting, nine (9) people completed the surveys.

On September 8, 2016, Chief Papania held a public meeting at the Orange Grove Community Center. At the conclusion of the meeting, twenty (20) people completed the surveys.

On September 15, 2016, Chief Papania held a public meeting at the West Side Community Center located in West Gulfport. At the conclusion of the meeting, forty-four (44) people completed the surveys.





On September 19, 2016, the survey was published in electronic format and administered to the public via social media and the Gulfport Police Department website. This resulted in 167 surveys being completed.

On October 21, 2016, the Gulfport Police Department hosted the National Night Out Against Crime in Jones Park. During that event 10 people completed the surveys.

Also during the month of September, surveys were administered at local barber shops in the North Gulfport community. A total of 9 surveys were completed and returned to the Gulfport Police Department.

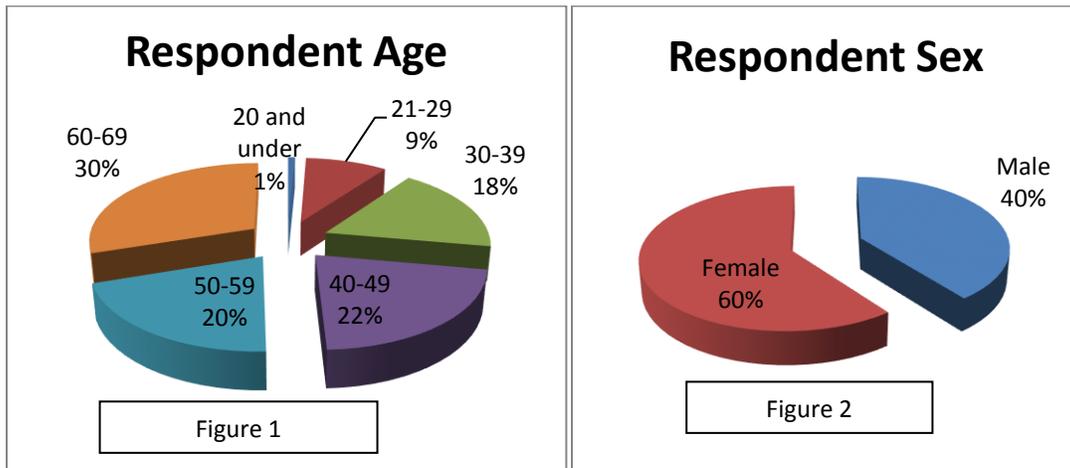
The total number of survey responses received is two hundred and fifty nine (259). An analysis of the data received during this process is outlined in the remainder of this report.





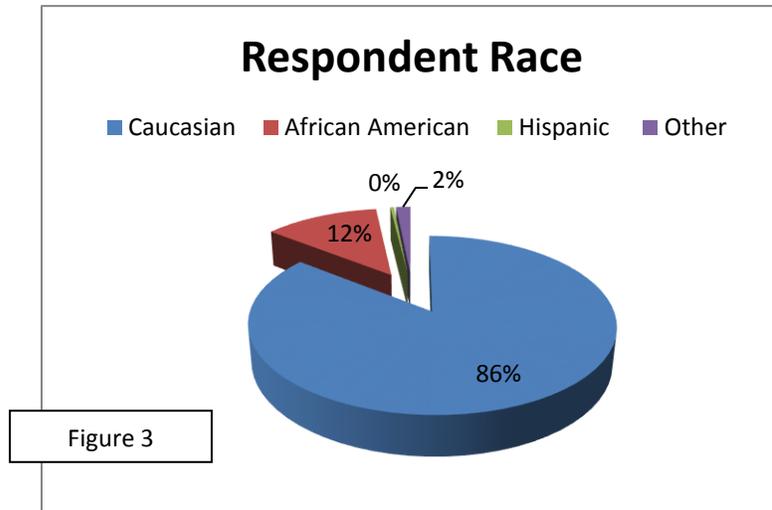
### Community Surveys

The analysis of the demographic data of the 259 respondents is represented in the chart below. The largest group of respondents listed their age as 60 to 69 years of age. This group of 78 respondents represented 30 percent of the respondents who participated in the survey. 22% of respondents were ages 40-49, 20% of respondents were ages 50-59, 18% of respondents were ages 30-39, 9% of respondents were ages 21-29, and 1% of respondents were under the age of 20 (see Figure 1). 60 % of the respondents that participated in this study were female, 40 % were male (see figure 2).

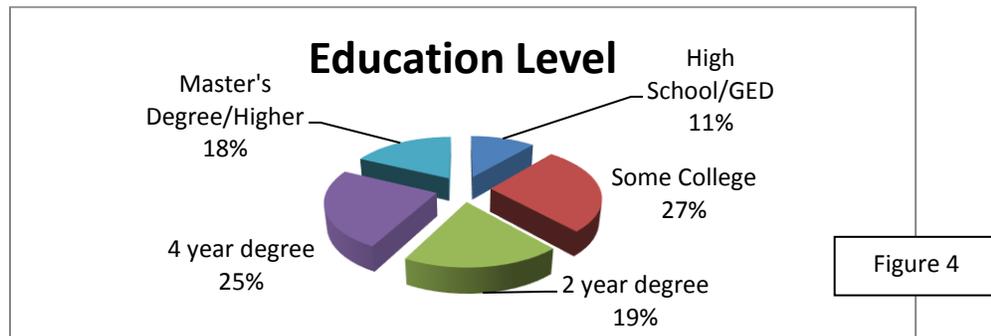


The majority of the respondents that participated in this survey were Caucasian (86%). African Americans made up 12.3 percent of the respondents who participated in this survey. 2% of respondents listed a race other than Caucasian and African American (see figure 3).





The majority of the respondents in this survey indicated that they had some college education or a college degree. 27% of respondents reported having some college, 19% of respondents indicated they had a two year college degree, 25% of respondents indicated they had a 4 year college degree, and 18% of respondents indicated they had a master’s degree or higher (see figure 4).



The majority of the respondents who participated in this survey were either employed in full time jobs or they were retired/disabled. 54% of respondents indicated that they were employed full time. 30% of respondents were either retired or disabled. 11% of respondents indicated they were employed part time, and 5% of respondents indicated they were unemployed (see figure5).



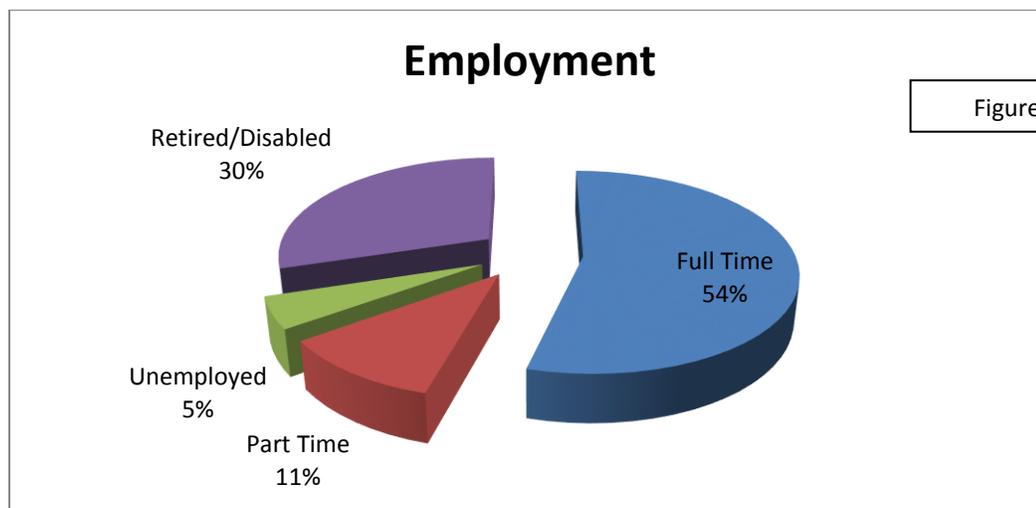


Figure 5

The majority of respondents (53.2%) indicated that they have called the Gulfport Police Department for service at least 1 to 5 times. 11.9% of respondents indicated they have called for service 6 to 10 times, 5.7% of respondents indicated they have called for service more than 10 times. 28.5% of respondents indicated they have never called the Gulfport Police Department for service (see figure 6).

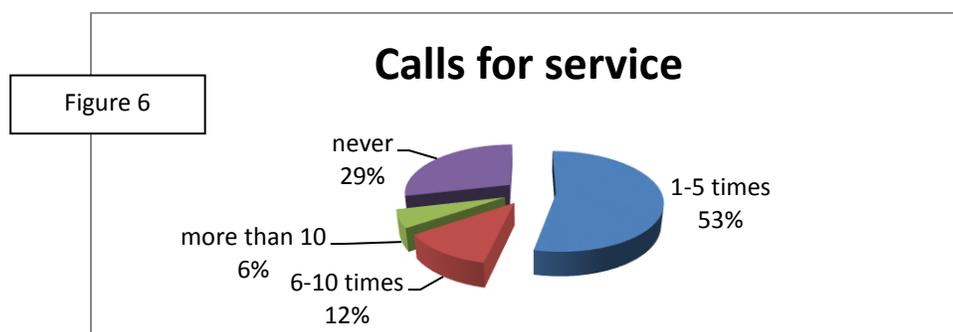


Figure 6

We asked respondents to indicate which of the Gulfport Police Department Communication tools they have used. As indicated in figure 7, the majority of respondents used Facebook, the Gulfport Police Department Website, or the Gulfport Police Department crime mapping software. Very few of the respondents used the Gulfport Police Department Twitter page.





Figure 7

	Number of Response(s)	Response Ratio
The Gulfport Police Department Facebook page	130	68.0%
The Gulfport Police Department Twitter page	33	17.2%
The Gulfport Police Department Website	112	58.6%
The Gulfport Police Department Crime Mapping software	97	50.7%
<b>Total</b>	<b>191</b>	<b>100%</b>

We asked respondents to answer a series of questions using a Likert scale survey instrument. The tables listed below contain the data from those respondents. In figure 8, we see that 55% of the respondents agreed or strongly agreed that the Gulfport Police Department Facebook page was used in an effective and professional manner. 42% of respondents neither agreed nor disagreed, and 4% of respondents disagreed or strongly disagreed.

In regards to the Twitter page, 29% of the respondents agreed or strongly agreed that the Twitter page was used in an effective and professional manner. 69% of respondents neither agreed nor disagreed, and 3% of respondents disagreed or strongly disagreed that the Twitter page is used in an effective and professional manner. (See figure 8)

60% of respondents agreed or strongly agreed that the Gulfport Police Department Website is informative and professional in appearance. Only 4% of respondents disagreed or strongly disagreed. 36% of respondents neither agreed nor disagreed. (See figure 8)

In regards to the Crime Mapping software available to the public, 41% of respondents either disagreed or strongly disagreed that the crime mapping tool was NOT useful to the community. 21% of respondents either agreed or strongly agreed with that statement and 39% neither agreed nor disagreed. (See figure 8)





69% of respondents agreed or strongly agreed that the Gulfport Police Department facilities were adequate. 25% of respondents neither agreed nor disagreed, and 5% of respondents disagreed or strongly disagreed that the facilities were adequate. (See figure 8)

On the issue of safety, 56% of respondents disagreed or strongly disagreed with the statement “I do not feel safe in the City of Gulfport”. 28% of respondents agreed or strongly agreed that they did not feel safe in the city. 17% of respondents neither agreed nor disagreed with that statement. 63% of respondents agreed or strongly agreed they felt safe in their neighborhood, while 22% of respondents disagreed or strongly disagreed that they felt safe. 16% of respondents neither agreed nor disagreed. (See figure 8)

On the issue of performance by the Gulfport Police Department, 72% of respondents disagreed or strongly disagreed with the statement “The Gulfport Police Department is not very responsive to the needs of citizens”. 11% of respondents agreed or strongly agreed with that statement, while 17% of respondents neither agreed nor disagreed. 68% of respondents agreed or strongly agreed that the Gulfport Police Department is effective in solving crime issues. 12% of respondents disagreed or strongly disagreed, while 22% of respondents neither agreed nor disagreed. (See figure 8)

85% of respondents agreed or strongly agreed that they trust the Gulfport Police Department and its officers. 5% of respondents either disagreed or strongly disagreed with that statement, while 10% of respondents neither agreed nor disagreed. (See figure 8)

Figure 8

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
The Gulfport Police Department's Facebook page is used in an effective and professional manner.	2 1%	8 3%	106 42%	75 30%	63 25%
The Gulfport Police Department's Twitter page is used in an effective and professional manner.	2 1%	4 2%	170 69%	38 15%	34 14%





**CITY OF GULFPORT**

**POLICE DEPARTMENT**

The Gulfport Police Department's Website is informative and professional in appearance.	5	6	91	77	73
	2%	2%	36%	31%	29%
The Gulfport Police Department's Crime Mapping software is not a useful tool for the community.	55	47	98	29	23
	22%	19%	39%	12%	9%
The Gulfport Police Department's headquarters are adequate.	6	8	64	84	93
	2%	3%	25%	33%	36%
I do not feel safe in the City of Gulfport.	64	80	43	46	26
	25%	31%	17%	18%	10%
I feel safe in my neighborhood.	20	36	40	102	60
	8%	14%	16%	40%	23%
The Gulfport Police Department is not very responsive to the needs of citizens.	97	87	43	18	11
	38%	34%	17%	7%	4%
The Gulfport Police Department is effective in solving crime/issues in my community.	7	24	57	108	62
	3%	9%	22%	42%	24%
I trust the Gulfport Police Department and its officers.	3	10	27	103	116
	1%	4%	10%	40%	45%

In regards to police response, 53% of respondents disagreed or strongly disagreed with the statement, “The Gulfport Police Department takes too long to respond to calls for service”. 17% of respondents agreed or strongly agreed with that statement, while 30% neither agreed nor disagreed. 72% of respondents agreed or strongly agreed that their call to the Gulfport Police Department was handled in a professional and courteous manner. 5% of respondents disagreed or strongly disagreed, while 24% neither agreed nor disagreed. (See figure 9)

73% of respondents agreed or strongly agreed that they were satisfied with the services they received from the Gulfport Police Department. 8% of respondents disagreed or strongly disagreed, while 18% neither agreed nor disagreed. 77% of respondents agreed or strongly agreed that the Gulfport Police Department is a professional organization. 4% of respondents disagreed or strongly disagreed, while 9% neither agreed nor disagreed. 91% of respondents agreed or strongly agreed that the officers of the Gulfport Police Department were professional in their appearance. 3% disagreed or strongly disagreed, while 7% neither agreed nor disagreed. (See figure 9)





# CITY OF GULFPORT

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59% of respondents agreed or strongly agreed that the officers of the Gulfport Police Department conduct thorough investigations. 7% disagreed or strongly disagreed, while 34% of respondents neither agreed nor disagreed. 66% of respondents disagreed with the statement, “I am not satisfied with the diligence and effort put forth by the officers of the Gulfport Police Department”. 14% of respondents agreed or strongly agreed with that statement, while 20% of respondents neither agreed nor disagreed. (See figure 9)

84% of the respondents agreed or strongly agreed that the Gulfport Police Department employees they have encountered were professional and courteous. 7% of respondents disagreed or strongly disagreed, while 9% neither agreed nor disagreed. (See figure 9)

52% of respondents agreed or strongly agreed that the demographic makeup of the Gulfport Police Department reflected that of the community. 11% disagreed or strongly disagreed, while 37% neither agreed nor disagreed. (See figure 9)

66% of respondents disagreed or strongly disagreed with the statement, “The Gulfport Police Department does not handle race relations in our community in an effective and professional manner”. 6% agreed or strongly agreed with that statement, while 29% of respondents neither agreed nor disagreed. (See figure 9)

Figure 9

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
The Gulfport Police Department takes too long to respond to calls for service.	54 21%	82 32%	78 30%	30 12%	13 5%
My call to the Gulfport Police Department Dispatch center was handled in a professional and courteous manner.	4 2%	7 3%	61 24%	96 38%	88 34%
I am satisfied with the services I received from the Gulfport Police Department.	8 3%	14 5%	46 18%	108 42%	79 31%
I find that the Gulfport Police Department is a professional organization.	3 1%	9 3%	22 9%	114 44%	110 43%
The Gulfport Police Department's officers	3	4	17	107	126





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are professional in appearance.	1%	2%	7%	42%	49%
Officers of the Gulfport Police Department conduct thorough investigations.	6	13	87	92	58
I am not satisfied with the diligence and effort put forth by the officers of the Gulfport Police Department	2%	5%	34%	36%	23%
The Gulfport Police Department officers I have encountered have been professional and courteous.	82	88	51	21	15
The demographic makeup of the Gulfport Police Department reflects the demographic makeup of the community.	32%	34%	20%	8%	6%
The Gulfport Police Department does not handle race relations in our community in an effective and professional manner.	6	13	22	98	118
	2%	5%	9%	38%	46%
	11	18	94	77	57
	4%	7%	37%	30%	22%
	94	73	73	7	8
	37%	29%	29%	3%	3%

In regards to community programs, 32% of respondents agreed or strongly agreed that they were active members of a community watch program. 35% of respondents disagreed or strongly disagreed, while 34% of respondents neither agreed nor disagreed. 59% of respondents disagreed or strongly disagreed with the statement “Community watch groups are not effective in reducing neighborhood problems”. 14% of respondents agreed or strongly agreed, while 26% of respondents neither agreed nor disagreed. 40% of respondents agreed or strongly agreed that the youth outreach programs offered by the Gulfport Police Department were adequate. 14% of respondents disagreed or strongly disagreed, while 46% of respondents neither agreed nor disagreed. (See figure 10)

Figure 10

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
I am an active member of a community watch group in Gulfport.	32	57	86	43	37
	13%	22%	34%	17%	15%
Community watch groups are not effective in reducing neighborhood problems	75	77	68	21	16
	29%	30%	26%	8%	6%



**CITY OF GULFPORT**

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The youth outreach programs offered by the Gulfport Police Department are adequate.	8	27	118	75	29
	3%	11%	46%	29%	11%

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**City Administration and City Council Surveys**

On September 1, 2016, the survey was published in electronic format and administered to City of Gulfport directors, members of the city council, and city administrators via e-mail. This resulted in 8 surveys being completed. An analysis of the data received during this process is outlined in the remainder of this report.

**1. What is your age?**

	<b>Number of Response(s)</b>	<b>Response Ratio</b>
20 and under	0	0.0%
21-29	0	0.0%
30-39	2	25.0%
40-49	3	37.5%
50-59	2	25.0%
60 and older	1	12.5%
No Responses	0	0.0%
<b>Total</b>	<b>8</b>	<b>100%</b>

**2. Sex:**

	<b>Number of Response(s)</b>	<b>Response Ratio</b>
Male	6	75.0%
Female	2	25.0%
No Responses	0	0.0%
<b>Total</b>	<b>8</b>	<b>100%</b>





**3. Race:**

	<b>Number of Response(s)</b>	<b>Response Ratio</b>
White	8	100.0%
Black	0	0.0%
Hispanic	0	0.0%
Asian/Pacific Islander	0	0.0%
American Indian	0	0.0%
Other	0	0.0%
No Responses	0	0.0%
<b>Total</b>	<b>8</b>	<b>100%</b>

**4. Education Level**

	<b>Number of Response(s)</b>	<b>Response Ratio</b>
High School/GED	0	0.0%
Some College	0	0.0%
2 Year Degree	1	12.5%
4 year degree	5	62.5%
Master's Degree or Higher	2	25.0%
No Responses	0	0.0%
<b>Total</b>	<b>8</b>	<b>100%</b>





**5. Employment Status:**

	<b>Number of Response(s)</b>	<b>Response Ratio</b>
Administration	2	25.0%
Director	5	62.5%
Council Member	1	12.5%
No Responses	0	0.0%
<b>Total</b>	<b>8</b>	<b>100%</b>

**6. Years of service at the City of Gulfport**

	<b>Number of Response(s)</b>	<b>Response Ratio</b>
1-10 years	5	62.5%
11-20 years	1	12.5%
Over 20 years	2	25.0%
No Responses	0	0.0%
<b>Total</b>	<b>8</b>	<b>100%</b>

**7. Please select the appropriate number on the scale that indicates your level of agreement or disagreement with the statement**





# CITY OF GULFPORT

# POLICE DEPARTMENT

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.

	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neither Agree nor Disagree</b>	<b>Agree</b>	<b>Strongly Agree</b>
The Gulfport Police Department's pay rate is adequate	0 0%	3 38%	2 25%	3 38%	0 0%
The Gulfport Police Department's benefit package is adequate	0 0%	1 13%	1 13%	3 38%	3 38%
The Gulfport Police Department has not been effective in recruiting personnel.	1 13%	1 13%	5 63%	0 0%	1 13%
The Gulfport Police Department is effective in retention of personnel.	0 0%	2 25%	3 38%	3 38%	0 0%
The Gulfport Police Department's staffing levels are not adequate.	0 0%	0 0%	4 50%	3 38%	1 13%
The Gulfport Police Department is effective with community relations.	0 0%	0 0%	1 13%	2 25%	5 63%
The Gulfport Police Department offers career opportunity and growth.	0 0%	0 0%	2 25%	4 50%	2 25%
The Gulfport Police Department effectively manages media relations.	0 0%	0 0%	1 13%	3 38%	4 50%
The Gulfport Police Department has not been responsive to our requests for police services.	6 75%	0 0%	1 13%	0 0%	1 13%
The Gulfport Police Department Administration is responsive to our needs.	0 0%	0 0%	0 0%	4 50%	4 50%

**8. Please select the appropriate number on the scale that indicates your level of agreement or disagreement with the statement.**

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.

	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neither Agree nor Disagree</b>	<b>Agree</b>	<b>Strongly Agree</b>
The relationship between my department and the Gulfport Police Department is a	0 0%	0 0%	0 0%	2 25%	6 75%





**CITY OF GULFPORT**

**POLICE DEPARTMENT**

positive relationship.

The public perception of the Gulfport Police Department is positive in my community.	0	0	0	3	5
	0%	0%	0%	38%	63%
The Gulfport Police Department is not effective at crime reduction.	3	4	1	0	0
	38%	50%	13%	0%	0%
The Gulfport Police Department is effective in problem solving	0	0	0	4	4
	0%	0%	0%	50%	50%
The Gulfport Police Department effectively engages in traffic enforcement.	0	0	1	6	1
	0%	0%	13%	75%	13%
The Gulfport Police Department effectively manages their budget.	0	0	0	5	3
	0%	0%	0%	63%	38%
The Gulfport Police Department is a professional organization.	0	0	0	2	6
	0%	0%	0%	25%	75%
On matters of importance, the Gulfport Police Department is effective with communication.	0	0	0	4	4
	0%	0%	0%	50%	50%
I am not satisfied with the outcomes of my requested services.	6	2	0	0	0
	75%	25%	0%	0%	0%
The Gulfport Police Department effectively manages special events.	0	0	0	3	5
	0%	0%	0%	38%	63%

**9. Please select the appropriate number on the scale that indicates your level of agreement or disagreement with the statement.**

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.

	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neither Agree nor Disagree</b>	<b>Agree</b>	<b>Strongly Agree</b>
The Gulfport Police Department properly uses city resources.	0	0	0	4	4
	0%	0%	0%	50%	50%
My overall perception of the Gulfport Police Department is favorable.	0	0	0	2	6
	0%	0%	0%	25%	75%

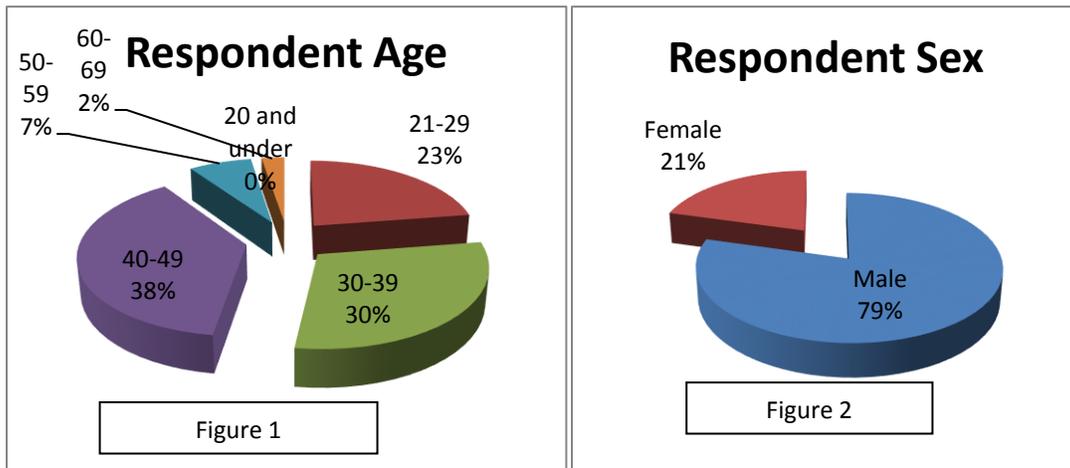




### Employee Surveys

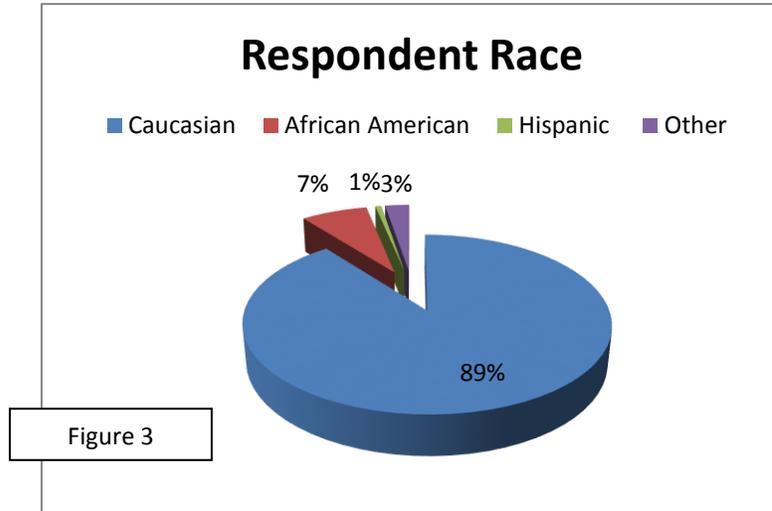
On September 1, 2016, the survey was published in electronic format and administered to the Gulfport Police Department employees via interdepartmental e-mail. This resulted in 158 surveys being completed. An analysis of the data received during this process is outlined in the remainder of this report.

The analysis of the demographic data of the 158 respondents is represented in the chart below. The largest group of respondents listed their age as 40 to 49 years of age. This group of 59 respondents represented 38 percent of the respondents who participated in the survey. 22% of respondents were ages 21-29, 20% of 29% of respondents were ages 30-39, 7% of respondents were ages 50-59, and 2% of respondents listed their ages as 60 or older (see Figure 1). 79 % of the respondents that participated in this study were male, 21 % were female (see figure 2).

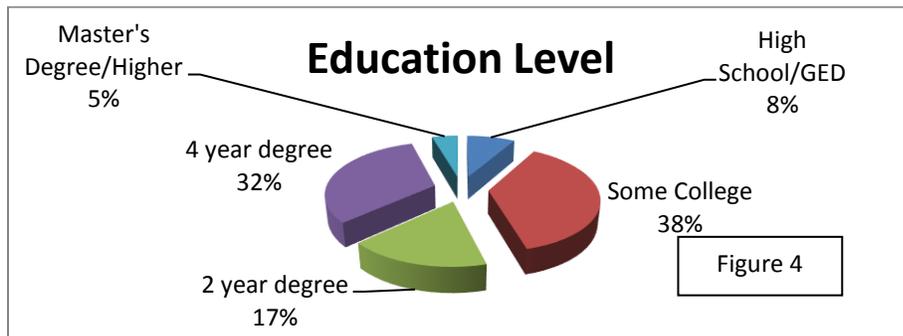


The majority of the respondents that participated in this survey were Caucasian (89%). African Americans made up 7% of the respondents who participated in this survey. 4% of respondents listed a race other than Caucasian and African American (see figure 3).



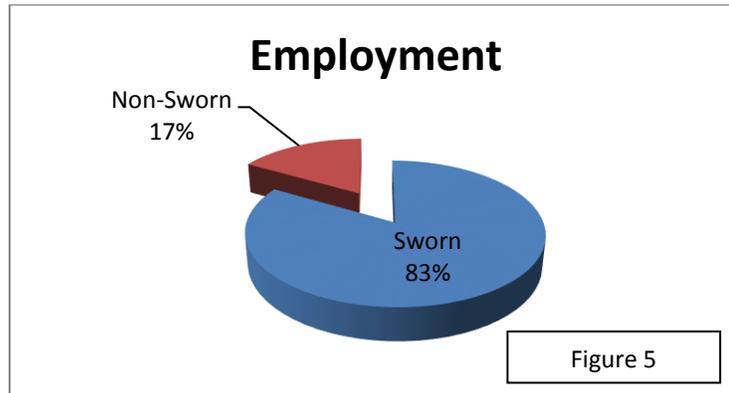


The majority of the respondents in this survey indicated that they had some college education or a college degree. 38% of respondents reported having some college, 17% of respondents indicated they had a two year college degree, 32% of respondents indicated they had a 4 year college degree, and 5% of respondents indicated they had a master’s degree or higher (see figure 4).

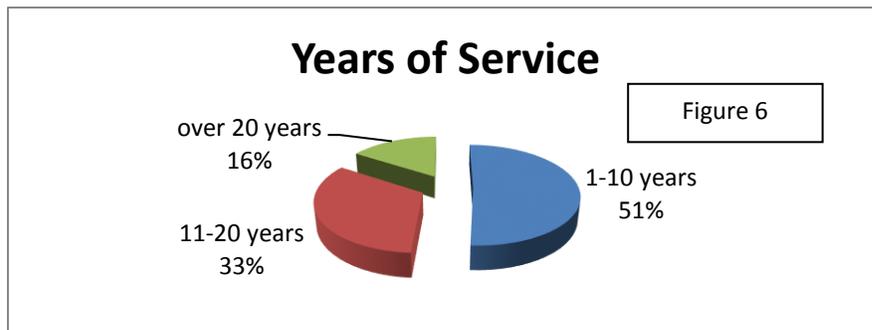


The majority of the respondents who participated in this survey were either employed in sworn positions. 83% of respondents indicated that they were employed in sworn positions. 17% of respondents indicated they held non-sworn positions (see figure5).





The majority of respondents (51%) indicated that they have 1-10 years of service with the Gulfport Police Department. 33% of respondents indicated they have 11-20 years of service, and 16% of respondents indicated they have over 20 years of service (see figure 6).



We asked respondents to answer a series of questions using a Likert scale survey instrument. The tables listed below contain the data from those respondents. In figure 7, we see that the majority of respondents (73%) disagreed or strongly disagreed that the Gulfport Police Department pay rate is





adequate. 13% of respondents agreed that the pay rate was adequate, while 15% neither agreed nor disagreed with that statement (see figure7).

49% of respondents disagreed or strongly disagreed that the Gulfport Police Department's benefit package was adequate. 31% of respondents agreed or strongly agreed that the benefit package was adequate, while 20% of respondents neither agreed nor disagreed (see figure 7).

61% of respondents disagreed or strongly disagreed with the statement, "The Gulfport Police Department's work schedule is not adequate". 22% of respondents agreed or strongly agreed with that statement, while 17% of respondents neither agreed nor disagreed (see figure 7).

77% of respondents agreed or strongly agreed that the Gulfport Police Department effectively uses available technology. 13% of respondents disagreed or strongly disagreed, while 10% of respondents neither agreed nor disagreed (see figure 7).

94% of respondents agreed or strongly agreed that the Gulfport Police Department facilities were adequate. 4% of respondents disagreed or strongly disagreed, and 3% neither agreed nor disagreed (see figure 7).

73% of the respondents agreed or strongly agreed that they felt safe while on duty. 10% of respondents disagreed or strongly disagreed, while 16% of respondents neither agreed nor disagreed (see figure 7).

56% of respondents agreed or strongly agreed that the Gulfport Police Department offers career opportunity and growth. 22% of respondents disagreed or strongly disagreed, while 21% of respondents neither agreed nor disagreed (see figure 7).

80% of respondents disagreed or strongly disagreed with the statement, "The Gulfport Police Department does not provide officers adequate equipment". 8% of respondents agreed or strongly agreed, while 12% of respondents neither agreed nor disagreed (see figure 7).

79% of respondents agreed or strongly agreed that their supervisors provide proper guidance and leadership. 5% of respondents disagreed or strongly disagreed, while 15% or respondents neither agreed nor disagreed (see figure 7).





65% of respondents disagreed or strongly disagreed with the statement, “The Gulfport Police Department Administration is not responsive to our needs”. 13% of respondents agreed or strongly agreed, while 22% neither agreed nor disagreed (see figure 7).

Figure 7

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
The Gulfport Police Department's pay rate is adequate	38 24%	77 49%	23 15%	20 13%	0 0%
The Gulfport Police Department's benefit package is adequate	18 11%	59 38%	31 20%	47 30%	2 1%
The Gulfport Police Department's work schedule is not adequate.	25 16%	70 45%	27 17%	29 18%	6 4%
The Gulfport Police Department effectively uses available technology.	2 1%	19 12%	16 10%	96 61%	25 16%
The Gulfport Police Department's facilities are adequate.	1 1%	4 3%	5 3%	75 48%	72 46%
I feel safe while I'm on duty.	2 1%	15 9%	25 16%	76 48%	40 25%
The Gulfport Police Department offers career opportunity and growth.	10 6%	24 16%	33 21%	77 50%	10 6%
The Gulfport Police Department does not provide officers adequate equipment.	49 31%	77 49%	19 12%	6 4%	7 4%
My supervisors provide proper guidance and leadership.	2 1%	7 4%	24 15%	89 56%	36 23%
The Gulfport Police Department Administration is not responsive to our needs	25 16%	78 49%	35 22%	16 10%	4 3%





In regards to daily workload, 39% of respondents disagreed or strongly disagreed that their daily workload was acceptable. 39% of respondents agreed or strongly agreed that their daily workload was acceptable, while 21% of respondents neither agreed nor disagreed (see figure 8).

76% of respondents agreed or strongly agreed that the Gulfport Police Department offers quality family oriented events for their employees. 5% of respondents disagreed or strongly disagreed, while 18% of respondents neither agreed nor disagreed (see figure 8).

48% of the respondents agreed or strongly agreed that the morale is good at the Gulfport Police Department. 27% of respondents disagreed or strongly disagreed, while 25% of respondents neither agreed nor disagreed (see figure 8).

79% of respondents disagreed or strongly disagreed with the statement, "The Gulfport Police Department does not offer adequate training or training opportunities". 9% of respondents agreed or strongly agreed, while 13% of respondents neither agreed nor disagreed with the statement (see figure 8).

80% of respondents agreed or strongly agreed that our community supports the Gulfport Police Department. 1% of respondents disagreed, while 19% of respondents neither agreed nor disagreed (see figure 8).

46% of respondents agreed or strongly agreed that our departments internally cooperate with each other. 32% of respondents disagreed or strongly disagreed, while 22% of respondents neither agreed nor disagreed (see figure 8).

66% of respondents agreed or strongly agreed that employee discipline is handled in a fair manner at the Gulfport Police Department. 12% of respondents disagreed or strongly disagreed, while 22% of respondents neither agreed nor disagreed (see figure 8).

45% of respondents agreed or strongly agreed that the Mayor is supportive and responsive to the needs of the police department. 12% disagreed or strongly disagreed, while 44% of respondents neither agreed nor disagreed (see figure 8).





23% of respondents agreed or strongly agreed that the CAO is supportive and responsive to the needs of the police department. 15% of respondents disagreed or strongly disagreed, while 62% of respondents neither agreed nor disagreed (see figure 8).

26% of respondents agreed or strongly agreed that the City Council is supportive and responsive to the needs of the police department. 23% of respondents disagreed or strongly disagreed, while 51% of respondents neither agreed nor disagreed (see figure 8).

Figure 8

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
Our daily workload is acceptable.	11 7%	51 32%	33 21%	54 34%	8 5%
The Gulfport Police Department offers quality family oriented events for their employees.	2 1%	7 4%	29 18%	95 60%	25 16%
The morale at Gulfport Police Department is good.	7 4%	36 23%	40 25%	66 42%	9 6%
The Gulfport Police Department does not offer adequate training or training opportunities.	37 24%	86 55%	20 13%	12 8%	2 1%
Our community supports the Gulfport Police Department.	0 0%	2 1%	30 19%	102 65%	24 15%
Internally, the various divisions cooperate with each other.	15 9%	37 23%	34 22%	66 42%	6 4%
Employee discipline is handled in a fair manner at the Gulfport Police Department.	5 3%	15 9%	34 22%	92 58%	12 8%
The Mayor is supportive and responsive to the needs of the police department.	4 3%	14 9%	69 44%	61 39%	10 6%
The CAO is supportive and responsive to the needs of the police department.	7 4%	18 11%	98 62%	31 20%	4 3%
The City Council is supportive and	12	24	80	38	3





responsive to the needs of the police department.	8%	15%	51%	24%	2%
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32% of respondents disagreed or strongly disagreed with the statement, “My experiences in Gulfport Municipal Court have not been favorable”. 29% of respondents agreed or strongly agreed, while 39% of respondents neither agreed nor disagreed (see figure 9).

39% of respondents agreed or strongly agreed that their experiences in Harrison County Justice Court have been favorable. 4% of respondents disagreed or strongly disagreed, while 56% of respondents neither agreed nor disagreed (see figure 9).

39% of respondents disagreed or strongly disagreed with the statement, “My experiences in Harrison County Circuit Court have not been favorable”. 9% of respondents agreed or strongly agreed, while 52% of respondents neither agreed nor disagreed with that statement (see figure 9).

21% of respondents disagreed or strongly disagreed that their experiences in Harrison County Youth Court have been favorable. 18% of respondents agreed or strongly agreed, while 61% of respondents neither agreed nor disagreed (see figure 9).

Figure 9

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
My experiences in Gulfport Municipal Court have not been favorable.	8 5%	42 27%	62 39%	32 20%	14 9%
My experiences in Harrison County Justice Court have been favorable.	2 1%	5 3%	88 56%	56 35%	7 4%
My experiences in Harrison County Circuit Court have not been favorable.	3 2%	59 37%	82 52%	12 8%	2 1%
My experiences in Harrison County Youth Court have been favorable.	12 8%	21 13%	96 61%	26 16%	3 2%





### Summary of Findings

The population of the City of Gulfport has changed since 1995 when it was 65,140 people. Current census numbers places our population just over 71,000 people. This is up by 9%. Our daytime service population has been greatly influenced since 1995. We have created an enhanced Central Business District which has been influenced by the building of a Prime Outlet Mall (1995), Crossroads Mall (1999), and Best Buy (2008). Our Sportsplex (2000) is recording continued growth in events numbers and attendance. It is the driving force for bringing Anchor Plaza on line. The revitalization of downtown Gulfport since 2005 has created a thriving daytime and nighttime presence. This downtown growth appears to be on course with even more substantial growth based upon the proposed revitalization of the Markham Building, the construction of the aquarium, and a new casino and hotel. There is also indication that Centennial Plaza will experience some level of development which will draw even more of a daytime service population. All this growth and anticipated growth has been the result of very deliberate and successful efforts by the City of Gulfport. While no specific data was provided for this analysis, it is probable that economic growth and the associated need for growth in public safety will continue.

The City of Gulfport has grown as an event city. Jones Park has evolved into a venue that is regularly used for large scale events. Cruisin’ the Coast, which started as a one-weekend event has now stretched out to an entire week and is primarily based in Gulfport. A similar event that has shown continued growth is Spring Break. Both these events require enhanced police presence on the roadways.

While it is clearly evident that the City of Gulfport is experiencing remarkable growth especially when compared to 1995, it is also apparent that the Gulfport Police Department has not reflected the expected growth. The following is an overview of the history of the staffing issues in the police department. A continued decrease in sworn and civilian personnel was initiated in 2009 and continued to Fiscal Year Ending 2017 which saw the first year in no personnel cuts for the police department. As depicted in the chart below, it can be seen the overall staffing history of the police department. Landmark years include the annexation of the Orange Grove area in 1994; a Court Division was established in 2008 with five sworn positions; an Airport Division was established in 1997 with 8 sworn positions; a School Resource Officers was started in 1999 with 14 sworn positions.





FYE	SWORN	NON-SWORN	TOTAL
1991	78	41	119
1992	77	43	120
1993	82	40	122
1994	96	38	134
1995	137	54	191
1996	153	60	213
1997	152	70	222
1998	158	72	230
1999	181	84	265
2000	181	84	265
2001	185	96	281
2002	189	96	285
2003	204	96	300
2004	204	94	298
2005	201	91	292
2006	201	91	292
2007	198	91	289
2008	199	92	291
2009	202	90	292
2010	195	81	276
2011	189	81	270
2012	187	67	254
2013	181	60	241
2014	181	60	241
2015	172	57	229
*2015	167	57	224

This analysis alone shows that the police department is operating with a similar staffing to that of 1995. This is concluded when you take the current authorized positions and deduct out the aforementioned added divisions. The reduction of civilian positions has an effect on the sworn positions especially in the patrol division. Prior to 2009, the department had eight Community Service Technicians that supplemented on patrol by working calls-to-service such as parking lot accidents, traffic control, report calls, etc. This reduction in force brought about very little in reduction in services.





Essentially, the only call to service that is no longer handled by the Gulfport Police Department is unlocking vehicles; however, if there is a life-safety concern, we continue to respond.

What is not depicted in the previous staffing chart is the reduction in Gulfport Police Reserves. In 1994/1995 there was a reserve force of around seventy officers. This force handled all sporting events, most parades, the Deep Sea Fishing Rodeo, and supplemented manpower on patrol shifts. Due to an increase in state standards which requires a reserve officer to have “like” training of a fulltime officer, coupled with an overall reduction in volunteerism, our reserve force is now at sixteen officers. This means that all events and sporting events are covered predominantly with fulltime officers who are on their days off.

It is clear to see that due to personnel cuts incurred since 2009, the department has only grown in additional duties and not in the realm of primary function. The Airport Division is contracted and focuses only on Airport Property. The Court Division was simply moved out of the Court Division of the City of Gulfport and into the police department. The School Resource Program, which is vital, dedicates its efforts to school properties. In the areas of primary functions, Patrol and Investigations, there has been no growth in staffing.

A document titled, “City of Gulfport Police Department - Contemporary Issues”, was submitted to the City Administration in August 2015. This document, prepared by Chief Papania, analyzed Gulfport Police staffing and pay through a comparison of other Mississippi Law Enforcement Agencies. This revealed that the Gulfport Police Department is the least staffed per capita on the Gulf Coast. While some of the data has changed with time, our agency has not had increases in authorized personnel, while other agencies have increased in personnel and pay. This report is referred to because it demonstrates one of the obstacles related to retention. Our ratio of personnel to calls-to-service, i.e. workload, is the most significant discrepancy as compared to other local agencies that we compete with for staffing. Due to workload, our standing as the second highest paying in Harrison County is diminished in value. Throughout the year, most officers are required to report for duty on their regularly scheduled days off in order to meet the demands of the workload of the police department. This demand includes court appearances, events and special enforcement operations. This problem is further perpetuated due to a consistent high vacancy count that furthers the negative workload imbalance. The employee surveys showed that only about 39% of surveyed officers believe workload is an issue. However, officers that separated employment have indicated that pay, benefits and workload





are the factors. Many officers have secondary employment to supplement their income and have great difficulty meeting the demands of the workload especially those hours they are required to work police duty on their scheduled days off.

Diminished staffing also influences the opportunity of proactive policing. When police personnel have addressed all calls-to-service, they then can act on ongoing issues that have been reported to the police department, such as traffic issues, narcotic complaints and other perceived criminal issues. This holds true with investigative units. When they are not reacting to their daily workload they have the opportunity to conduct operations that target certain criminal activity.

Our efforts in recruitment and hiring have been successful. A study regarding the monthly average of hiring and termination rate for the Gulfport Police Department for both sworn and non-sworn personnel for twenty-four months reflects the following data:

Sworn		Non-Sworn	
Hired	Separated	Hired	Separated
1.4	1.6	1.5	.5

NOTE: This data was taken for the time period of November 22, 2014 to November 22, 2016. All information was collected from the Gulfport Police Department Records Management System.

The continued separation of employment is what keeps us from a sustained staffing level. This continued turnover also diminishes the level of experienced officers “on the street.” We are constantly training police officers. It takes approximately six months to train a police officer. During this time they are not producing a police product. A new officer’s pay with fringe is \$51,000 per year. Approximately, \$1,000 in equipment is issued. This would show that the cost associated with training a new officer would be \$26,500. Using the data above, it can be calculated that we spend approximately \$445,200 per year training new officers.

Essentially, the culmination of force reduction, increased workload on existing employees and continued pay differential with competitive agencies has established a point of diminishing returns. These cuts were originally put in place due to budget shortfalls. However, staffing shortages create heavier workload. Heavier workload and pay issues are driving the retention issue. Until this issue is addressed, the situation will continue, if not worsen.





The next part of the staffing challenge is the anticipated retirements forthcoming. The City of Gulfport annexed the Orange Grove Area in 1994. 2019 will be the 25<sup>th</sup> Anniversary of this acquisition. The police department hired additional positions as a result of this annexation. All these employees are becoming eligible for retirement. By 2022, most of these employees will retire. An analysis of this has been made. It revealed that forty-two employees, mostly sworn will meet or exceed required years of service. Moving forward in a static condition will allow this anticipated “exodus” to have extreme negative effects on the police department. An evaluation made during the preparation of this strategic plan yielded that the personnel who will be in command staff level positions are currently only patrol officers, detectives and sergeants.

Based upon the preceding information, it is evident that human resource is the most important area to focus in a five year strategic plan. This human resource is seventy-nine percent (based upon FYE 2017 budget) of our fiscal budget. As stated, the negative effect we are experiencing with this resource is retention. When there is a retention issue we experience collateral issues to include, higher training cost, less people addressing the workload and lower years of experience in our personnel.

We conclude that retention is an issue based upon pay, benefits and workload. Workload is addressed by increased staffing. Pay and benefits are addressed by increases. Low pay was also identified as an issue in the study submitted to the City Administration November 27, 2012, titled, *PHASE I OF THE CITY-WIDE OPERATIONAL STUDY FOCUSING ON THE POLICE AND FIRE DEPARTMENTS*, prepared by Municipal Consulting Services. It stated, “The difference in service costs largely results from differences in pay levels. As previously mentioned, personnel costs account for roughly 82% of GPD’s budget.” Other police agencies have a similar breakdown. In this situation, a lower wage rate creates a considerable comparative cost advantage. As presented in Exhibit 31, this is precisely the case for GPD. Wage levels at the patrol officer level are much lower for GPD than any of the of the benchmark agencies, with the exception of Hattiesburg.” At the time of this study the budgeted staffing was 181 sworn officers and sixty-five civilian employees. It should be noted that when the consulting firm was hired it was stated that the purpose was for cost reductions city-wide and it would be started in public safety and followed through in all the city departments.

Historically, anytime the issue of strategically trying to address pay issues, the City has argued that if done for some employees, it must be done for all employees. While this makes managerial conditions easier, it disallows the city to address a specific problem. In recent years the city has examined other current positions or newly developed ones and set salaries to make them competitive to insure quality.





As described earlier, there is over 1,000 years of institutional knowledge and experience that will leave the police department within the next five years. To mitigate this loss of knowledge there must be a plan of succession that allows the “replacements” to spend time in grade with the current senior staff so that they can glean as much training as possible. This would work best with an increase in ranking positions that would exist only for that time of transition. The following is an example of this to offer explanation:

*The department has twelve allotted Lieutenant Positions. Those current lieutenants that are forecasted to leave in the five year time period would have a new lieutenant position to serve one year in place with the current one. This position would come from a converted patrol grade position. When the senior lieutenant retires, that position is converted back to a patrol grade position. This could also be accomplished at a lesser cost by using the rank below the determined rank position.*

To create an opportunity to do this, the department must stabilize its work force, i.e. turnover. We are hiring more officers than any other agency on the coast. It is not a recruiting issue. The issue is retention. Prior to 2009, we had a pay structure that allowed us to pay for experience. In policing, as with many other occupations, there is value in experience and the retention of . Replacing a fifteen year employee with a recruit takes fifteen years to have accomplished a true replacement. The historic pay structure that recognized experience was called, “Longevity Pay”. As demonstrated in the example of the fifteen year patrol officer and based upon the old Longevity Pay System, that officer would make an additional \$3,000 per year than a brand new recruit. Policing is a complex occupation. It should not be approached the same way as a general laborer. Based upon current staffing and years of service, instituting this would have an upfront cost approximately \$445,800, and with an annual maximum increase exposure of \$45,000 per year. To achieve the maximum exposure it would require all employees currently employed to remain employed. Whatever impact this pay would have on retention, it would tend to reduce the actual annual training cost of police officers which currently stands at \$445,200.

Based upon the goals and objectives determined by this study, and the forecast of workload, the police department must plan to increase its staffing to 185 sworn officers and seventy civilians. This would bring about a 13% increase in staffing. Using that same percentage, the staffing increase alone would cost approximately \$2,349,133 (based upon the FYE 2017 budget of \$17,499). For fiscal reasons consideration of the staffing increases should be done over the five year period. There will be opportunities to offset some cost to include COPS federal funding for police positions. Also, for every retirement that occurs there would be a reduction of at least \$5,000 in longevity pay.





## Summary of Strategic Goals and Objectives

The following is a summary of the Goals and Objectives selected as a result of the Gulfport Police Strategic Planning Process.

### Goal 1 Staffing

#### Objective 1.1 Retention

This goal is to address the issues of retention. It includes seeking a pay system similar to longevity pay or a tiered system. Also, benefits improvements will be sought. We are also seeking to develop an internal mentoring program for sworn personnel.

### Goal 1 Staffing

#### Objective 1.2 Personnel Assessment

This goal sets out to continually seek to meet the changing demands of police services through staffing as the city grows. It will seek to prioritize personnel assignments by position. Patrol schedules will be modified to find the most effective matrix for the needs. Annual reviews of staffing effectiveness will be made.

### Goal 1

#### Objective 1.3 Succession Planning

Our training focus will be on leadership and management to ensure agency continuity. We will prioritize the use of off-site training to target those employees who will lead in the near future. We will evaluate the parameters of Civil Service to insure that succession plans are not aggravated by non-contemporary policies. We will develop an organizational structure to serve in passing of institutional knowledge and experience. We will adapt and develop a mid-level supervisors training regimen.

### Goal 2 Equipment

#### Objective 2.2 Technology

We will develop a plan to strategically replace current mobile data terminals in our police vehicles focusing on end-user input. We will study replacement opportunities for records management systems and computer aided dispatch. Server inventories will be addressed and a plan for replacement will be derived. We will continue our program of radio upgrade to meet the required changeover to the P25 system as established by the U.S. Government. The CCTV system in our interview rooms will be replaced. License Plate reader systems will be implemented to improve our enforcement efforts. We will evaluate the cost/benefits of unmanned aerial surveillance systems.





Goal 3 Crime

Objective 3.1 Crime Reduction

We will research and develop strategies that reduce Part 1 crime rates. We will evaluate strategies of enforcement to insure that we get best use of our available resources. This will include a bi-weekly report for information sharing among enforcement personnel. We will seek to increase police presence in residential areas. We will continue to develop methods of community partnership to best address quality of life issues. We will focus on the impacts of habitual offenders and early releases from prison as to impacts on our community. We will develop effective methods of investigative actions for misdemeanor crimes via improved information sharing.

Goal 4 Community Engagement

Objective 4.1 Community Programs

We will continue and improve our Citizens Police Academy and Basic Handgun Safety Course for civilians. We will continue and improve our relationship with Gulfport High School's Academic Institute, and seek ways to use this as a long-term recruiting method. We will improve our neighborhood interactions through community meeting and non-enforcement inactions. We will conduct semi-annual district meetings with police supervisors and enforcement personnel. We will continue to develop and use the *Blue Crew* to address interaction with our youth.

Goal 5 Training

Objective 5.1 Training Programs

We will adapt existing or develop and implement customer service style training for police employee contacts with the public. We will redesign our police field training so that it is based on reaching benchmarks in lieu of time-in-phase. We will analyze in-house and outside training resources to get the best return on our training expenditures. We will improve our training on use of technology. We will incorporate improved communication with our employees concerning training goals.

Goal 6 Facilities

Objective 6.1 Robert Curry Municipal Complex

We will evaluate all proprietary systems and review anticipated end-of-life to insure we are prepared for partial or full failures. We will evaluate all warranties and determine cost effectiveness of maintaining such. We will evaluate the cost of a retro-fit of the structure for a chiller by-pass to accommodate any system failure. We will review the access control system and potential strategies of replacement. We





will examine the cost effectiveness of installing permanent mounted roll-down and storm shutters for the building exterior. We will evaluate the cost to improve the security of the south parking lot.

Goal 6 Facilities

Objective 6.2 8<sup>th</sup> Avenue Complex

We will develop a plan to remove old and unused structures on the property. We will establish a bi-annual bullet-trap cleaning and maintenance. We will add rifle distance lanes for shooting. We will evaluate better storage systems for equipment.

Goal 6 Facilities

Objective 6.3 Central Business Substation

We will evaluate the need for a substation in the Central Business District near the intersection of Highway 49 and Interstate 10. We will determine what the operational needs of such a facility.

